

Human Resource Development to Help Employees Improve Their Abilities

The Group thinks the diversity of employees' skills and experiences leads to business growth. Therefore, we provide various educational opportunities for employees to help them improve their skills. We also have a system that allows employees to express their intention on their careers, which offers an opportunity to try something new in the company.

Employee Education

The Group provides various educational opportunities to help them develop their careers.

Trainings for new employees include a new employee training provided immediately after they join the Group and the JFR Three-year Training School for New Employees with College Degrees to develop their early careers for three years after joining the Group. In addition, we provide a "career development training" to employees at the age of 27, which we consider as a milestone for career formation.

Management trainings provided every six months include general manager trainings, manager trainings,

and trainings for newly appointed general managers and managers. In 2017, the Group introduced open-type trainings so that employees can actively learn.

The Group also actively gives employees opportunities to work for external bodies and attend MBA programs and external training sessions to improve their skills. And we strive to improve the expertise courses of the Career Support College (including distance learning courses) to give opportunities for obtaining professional knowledge and skills.

In addition, the Group adopts an in-house recruitment system. Employees can apply for desired jobs across the Group, mainly new positions created when launching new businesses and newly creating or restructuring an organization. We also provide opportunities to show their intentions including a self-application system and milestone interviews. Through these initiatives, we strive to help employees improve their skills through jobs.

Trainings provided in FY2020 (consolidated)

Training	Total number of participants
New employee training	94
JFR Three-year Training School for New Employees with College Degrees	296
Career development training	83
Management training	620
Newly appointed management training	118
The Group open-type training, etc.	25
Career Support College	1,038
Average training cost per employee	¥17,436
Average training hours per employee	6.81 hours

Development of the Next-Generation Management Human Resources

With recognition that it is necessary to find and develop human resources early, the Group selects the next-generation management candidates. Since 2017, the JFR School has provided focused education programs to educate the next-generation candidates for key management positions. The JFR School consists of three stages: the JFR Business Management School (for the next-generation top management candidates); the JFR Management School (for the next-generation general manager candidates); and the JFR Leader School (for the next-generation manager candidates). It is building a system for producing management human resources in the medium to long term.

In addition to planned and strategic placement, the system aims for earlier education of the next-generation core human resources by fostering management perspectives, sharing top management's awareness of problems, and providing training in strategy formulation.

Numbers of officers and general managers appointed from the JFR School (2017 to February 28, 2021)

JFR Business Management School (next-generation top management candidates)	4
JFR Management School (next-generation general manager candidates)	20